



**LEADERS INSTITUTE
OF SOUTH AUSTRALIA**

GLF EDGE PROGRAM GUIDELINES

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VISION, MISSION AND GOALS

Vision

The vision of GLF Edge is to further the vision of the Leaders Institute of SA in striving to be a key catalyst for positive change and prosperity in our State, providing innovative and inspirational development for our emerging and established leaders.

Mission

The GLF Edge program will enhance and accelerate leadership capability and contribution to community by providing a forum for participants to meet in groups on a regular basis to share their experiences and analyse their leadership and business challenges together.

Goals

- To provide another innovative and cost-effective leadership development program to the South Australian community
- To continue members professional and personal development
- To contribute to the community of Institute members (and particularly GLF graduates)
- To strengthen the cross-year-group links between GLF graduates
- To promote the GLF program
- To add value to the GLF program and Network offering for potential participants and their employers
- To engage our Foundation and Honorary members directly with GLF graduates and strengthen their motivation to be positive advocates for the Leaders Institute
- To provide an additional source of revenue that can be used to fund the further development of the Governor's Leadership Foundation Program and Network

EDGE MEETING GUIDELINES

Format

- Monthly meetings, 10 pa Feb-Nov
- 3 hr meetings with time and dates as selected by group (preferably not on a Tuesday as administrative support and the data projector will not be available).
- Each meeting will have one 70 minute strategic review of one member's plan to help them achieve their vision, and one or two sessions devoted to discussion of issues prepared and presented by group members
- Issues without notice will be allowed at the discretion of chair (prepared issue displaced to following month)
- In the first meeting of each year each group shall devote half an hour to the development (and in subsequent years review) of the vision and values of the group

Meeting Agenda

Item	Time
Arrive 15 mins early, chat, settle	15 min
(Optional, by agreement of group: tour of workplace, meet key staff)	(15 min)
Housekeeping, including reminder of charter, private review of quarterly performance contracts & actions recorded from last meeting	5 min
Member update since last meeting 2 min ea (incl Chair, highs & lows, business & personal)	20 min
Feedback from previous meeting's presenters (3 min ea)	10 min
Issue Presentation x 2 (30 mins ea) or x 1 (1 hour each)	60 min
Break	10 min
Strategic review (achieving the vision)	70 min
Schedule next meeting, assign presenters & coaches, complete feedback forms	5 min
Total	3 hours (excl arrival)

Strict confidentiality

- Strict confidentiality is absolutely vital to the success of your group. You will be working on your biggest problems together. Sometimes they will be personal. Members won't open up and share their problems or their experience if they can't trust the confidentiality of the group. All the matters raised and discussed in

an Edge meeting or during coaching by other members of your group cannot be discussed with people outside of your Edge group – not even with your boss, your spouse or members of other GLF Edge groups. You can only discuss this information with members of your own Edge group and your Chair. This does not, of course, mean that you can't promote the Edge program and the benefits you get from it (i.e. describing your own personal situation) to people outside of Edge – you can! It also does not mean that you can't talk about your own personal situation to anyone outside of Edge just because you have discussed it in an Edge group – what you reveal to others outside of Edge about your own personal circumstances is entirely up to you.

- Any material provided by a presenter and any notes taken by members relating to a presentation must be handed to the presenter upon the immediate end of their presentation.
- Breach of confidentiality is grounds for instant dismissal from the GLF Edge programme.

Attendance

- To get the most out of GLF Edge, members agree to attend all meetings. This is a serious commitment to other members in your group. A full group provides the best experience for the presenters and other members of the group. The culture of the group and most importantly trust will not develop fully if the composition of the group is different every time it meets. Your skills and experience might be essential for a given issue. Both the presenter and the group will miss out if you are not there
- If a member misses more than 2 meetings in a one year period they are automatically expelled from their group and the group must vote on whether to readmit them. If not readmitted a member has no right to join another group. Fees will be refunded on a pro-rata basis
- Meetings begin and end on time. Members agree to turn up on time and stay until the meeting ends. Persistent lateness and/or early departure may result in expulsion from the group
- All mobile phones must be turned off so that members can give their full attention to the group. In exceptional circumstances, with the agreement of the group, a mobile can be switched to vibrate if a member is expecting a critical call.

Issue presentation

- Each month one or two members get the opportunity to present an issue to the group for discussion, analysis and feedback. It may be a timely issue that they are currently confronting (such as a difficult HR problem, restructure of their

division/department, budget slash, change of minister, a divorce) or it may be something of a general nature and the presenter would like to benefit from the experience of the group (eg marketing, project planning & management, how to manage your board)

- Presenter completes the Issue 1 page Template with the assistance of their coach (another member of the group) 1 week prior to meeting and emails the completed issue form to their Chair. Make copies to hand to all members at the start of the presentation (these will be returned to presenter at end of presentation to ensure privacy)
- Presentation generally takes the following format:

Item	Time allotted
Hand out copies of completed 1 page template	
Presentation of issue	8 min
Open discussion including questions	15 min
Round the table wrap up	5 min
Recap by presenter (value derived from session)	2 min

- Do not interrupt the presenter while they are presenting the issue (first section above)
- The round the table wrap up gives every member of the group an opportunity to comment
- The recap by the presenter gives the group feedback about what the presenter found most valuable from the session

Issues without notice

- If a member has a critical and urgent issue they would like the group to work through with them, they should make such a request to the Chair prior to the commencement of the meeting. The earlier the member can notify the Chair the better for all concerned.
- In anticipation of the approval of the request the member must complete the 1 page Issue Template and prepare copies to hand to all members and the Chair
- The issue is presented and discussed as per usual
- The Chair will determine which one of the two previously scheduled issues will be rescheduled to the following month

Strategic Review

- Strategy can be simply defined as ‘achieving the vision’

- The strategic review is an opportunity for a member to get feedback from the group on their longer term planning. The presenter must clearly state their vision for their role over 1 and 3 years, followed by a discussion of their strategy for achieving the vision. The group is expected to review the strategy, perhaps even clarify the vision, as if they were a practical and extremely effective board
- Presenter meets with their coach (another participant) for 2 hours 1 week prior to the GLF Edge meeting to complete the 1 page Strategic Review Template. Email the completed form to the Chair and make hard copies to hand to all members at the start of the presentation (these will be returned to presenter at end of presentation to ensure privacy)
- This is big picture, visionary thinking, so it is recommended that the presenter start thinking about the issues outlined in the Template some weeks prior
- Presentation takes the following format:

Item	Time allotted
Hand out copies of completed 1 page template	
Presentation of Strategic Review	15 min
Questions	5 mins
Open discussion & analysis	35 min
Round the table wrap up	10 min
Recap by presenter (value derived from session)	5 min

- Do not interrupt the presenter while they are presenting the issue (first section above)
- The question session is for clarification of the strategic issue presented only. Do not use this as an opportunity to give advice dressed up as a question
- During the Open Discussion and Analysis phase to assist the process the chair may opt to break members into small groups of 2 or 3 people for 10 mins to consider separate issues and ask the small groups to report back to the larger group

Dialogue protocol

- Both give and seek open, honest feedback. Come with the attitude you want to learn from others in the group
- Don't dominate discussions, give everyone the opportunity to speak
- Speak only from experience, don't give advice or be judgmental
- Use 'I' not 'you' and avoid 'would' or 'should'
- Speak in past tense
- If you can add 'you bloody idiot' to the end of the statement, then it is structured incorrectly
- Stop 2. Think 3. Construct 4. Speak

- Agree on a signal so pull someone up for a breach of the principles without interrupting the flow of the discussion. Chair may assign a different member each meeting to observe the protocol
- If chair finds principles being breached they should use a signal (eg tapping a glass with a pen). This makes the point without interrupting the flow of the discussion

Hosting Meetings

- Members of the Edge may like to host an Edge meeting at their office (or some other appropriate place). Costs associated with hosting must be covered by the host.
- If appropriate the host should invite group members and the Chair to arrive 30 minutes early for a tour of the organisation and meet staff key to the host's role. This helps members get a concrete feel for where the host works and who they work with
- Chair will invite the host to welcome members and point out facilities (toilets etc)
- The room provided must be private to facilitate confidential discussions between group members. Provide a wall or screen on which a projector may be screened. Arrange for someone in the group to provide a data projector or the host may borrow the Institutes projector provided it is returned the next morning (Liaise with the Institute's Office Manager)
- Provide water and glasses (Minties etc optional). No drinking alcohol before or during session. At the discretion of the group they may organise a pre/post meeting breakfast/lunch/dinner at a restaurant or café
- All telephones in the room unplugged
- If the meeting is at the end of the day, the host may optionally provide post meeting drinks.
- The Goodman Building may be available for meetings if the host cannot provide a venue. (Liaise with the Institute's Office Manager)

Coaching

- Meet 1 week prior to the GLF Edge meeting. Your task is to complete the 1 page template with the presenter and bring real clarity to the issues and presentation
- Your role is to help the presenter prepare the issue for the group, not solve the problem!
- The presenter this month becomes a coach the next month

Composition of Edge groups

- Diversity important (experience, background etc)
- 8-10 people + chair
- No competitors or conflict of interest will be allowed in the same group. GLF Edge will attempt to resolve conflicts of interest, but members are responsible for determining for themselves whether someone or something is a conflict of interest for them and the member should act accordingly
- Where a member changes role and creates a conflict they must depart the group. Ideally, this person will be placed in another group, but if not they will receive a pro rata refund
- Financial GLF Fellows, or Honorary GLF Members and graduates of related interstate programme are eligible to apply for the GLF Edge programme. Interstate graduates must make an annual donation equal to the GLF Fellow membership fee)
- The Institute's board has also given approval for the GLF Edge program to be opened up to non-members (with some criteria for the type of non-members allowed into the program). These are as follows:
 - Non-members should, in the first instance, be sought from the broader GLF community. For example:
 - > Partners, colleagues and friends of graduates, Honorary and Foundation members
 - > GLF presenters
 - > People interested in applying for the GLF program – including unsuccessful applicants from previous rounds, those who qualified but then withdrew and those interested in the program but currently in positions that don't allow the time to undertake the GLF program etc.
 - > People recommended to us by our graduates, Foundation and Honorary members
 - Non-members should fill gaps in the group (e.g. gender, regional, human resources, large business, etc)
 - Where possible, a personal approach should be taken to build group numbers – i.e. 'tapping people on the shoulder'.
 - Maintain a minimum ratio of 60:40 Institute members to non-members in each Edge group

New members

- New members may join at any time during the year but it is preferable to have the majority of members commence together at the start of the year.

- The Institute's CEO assigns members to groups including new members in consultation with Chairs
- The new member must sign 2 copies of the indemnity agreement and forward 1 copy direct to the Institute's CEO. They may not attend any GLF Edge meetings until the Institute's CEO has sighted the signed agreement and given permission to the group Chair
- Non-members who would like to join Edge will initially meet with the Chair of the Edge group to which they have been assigned (after the usual screening process and checks for conflict of interest in groups etc). If the Chair approves, then the group will meet with the potential new group member at the beginning of their next session for ½ an hour. The group will then make a decision as to whether they would like this person to join their group. An initial 12 month commitment will be included in the indemnity form that all non-members will sign.
- The new member is required to complete the annual goals and leadership survey and provide a copy to the Chair in the first meeting
- At a new member's first meeting one of the periods devoted to issue presentation shall instead be used to introduce the new member. The member must complete and present to the group their 1 page Personal Introduction sheet
- The chair will assign a member from the group to induct the new member by meeting with them prior to the new member's first GLF Edge meeting, handing them a copy of the guidelines and templates and explaining each to them, and assist them to complete the Personal Introduction Sheet

Special Purpose meetings

- Separate Special Purpose meetings can be called at the discretion of the Chair at the request of a member where a critical issue has arisen that cannot wait until the next meeting
- The member requesting the meeting shall host it and complete the 1 page Issue Template prior to the meeting and circulate copies of it at the meeting. All copies shall be returned to the issue presenter at the end of the meeting
- Duration of the meeting shall be 1 hour as a courtesy to other members attending at short notice
- The Chair and Deputy Chair shall contact the other members to invite them to the meeting
- Attendance at a Special Purpose meeting is not compulsory and no record of attendance shall be taken

Documentation & housekeeping

- Members will keep a file which will include copies of their annual goals, quarterly performance contracts and personal actions recorded in meetings
- At the end of every meeting each participant hands the chair their Personal Action List which includes their actions arising from the meeting and rates both the meeting and their performance in the meeting
- Upon joining a group each member must complete a 1 page self assessment of their leadership ability and establish their programme goals for the year. Repeat at the start of each year
- Group can add its own code of conduct
- Members agree to help recruit new members from the GLF alumni and the broader community (as identified in the section on group composition above). This is an opportunity to get the best people in your group. The Recruiter can also request that their referral go to another group. The decision to accept a new member is at the discretion of the LISA CEO in collaboration with the group Chair

Quarterly performance contract

- Each quarter members complete the 1 page Quarterly Performance Contract, a set of five objectives to be achieved over the following 90 days
- The objectives are usually business related but can also be personal. It may be a project. It may simply be a skill you would like to develop or a weakness you would like to iron out. We suggest that you consider your annual goals when you prepare each contract
- Objectives should be SMART:
 - Specific
 - Measurable
 - Achievable
 - Relevant
 - Timely
- Members are invited to incorporate the objectives into their personal management system. Members are accountable to themselves only for accomplishing their objectives
- Two minutes will be set aside each GLF Edge meeting for members briefly review their Quarterly Performance Contracts (and their actions from last meeting). There is no discussion amongst the group, the purpose of the review is to keep your objectives front of mind

Optional extra: education sessions

- If a group determines they have a need for additional expertise, the chair can negotiate with the LISA Programme Manager to invite a speaker to present to the group(s)
- These are supplementary to the Edge sessions (not a primary focus)
- LISA Programs Manager will coordinate, including arranging venue
- Speakers are requested by each group, where appropriate invite the other groups
- 90-120 mins during work day (4.30pm ideal)

Expulsion

- Expulsion of a member from a group is determined by the group in consultation with the group Chair and LISA CEO. The decision should have regard to the GLF Edge guidelines and in particular the essential need for full attendance and strict confidentiality for the success of a peer network such as GLF Edge
- If expelled a member will receive a pro rata refund of their fees
- Culture is paramount to the successful functioning of a peer group. For this reason, a member may be asked to leave a group simply because they are not a cultural fit. This decision should not be taken lightly. In this event LISA will attempt to place the member in a different group. If unsuccessful, the displaced member will receive a pro rata refund of their fees

Payment of fees

- The Edge fee for Institute members in 2011 is \$2000 (+GST). GLF graduates who have not paid their annual Network subscription fee are required to pay this before they can join the Edge program.
- The fee for non-LISA members in 2010 has been set at \$2,750 (+GST)
- Existing Edge members will be eligible for a discount of \$200 (or one free meeting) if they bring in a new member (whether Institute member or non-member) however the Edge applicant must detail who introduced them for this to be valid. Multiple discounts are possible if an existing member of Edge brings in multiple new members.
- Fees are payable in full, 30 days from receipt of invoice from the Institute (unless other arrangements have been made with the Institute's office manager)
- Any member 30 days overdue in payment of fees may be expelled from the GLF Edge programme.

- In the case of small business people, NGOs and people who are paying the fee out of their personal funds, the Institute will consider a scheduled payment programme
- A member that voluntarily departs the programme is not entitled to a refund of any part of their fees and any fees for the remainder of the program that are unpaid will become immediately due and payable.

Chair guidelines

- The Chair's primary responsibility is to facilitate the group meetings. It is essential to remember that GLF Edge is a peer group programme. Members support each other, work on each other's problems and share their experiences. Members are not there to receive coaching from the Chair. The Chair may share their experience as a peer when other members have finished sharing
- It is the Chair's responsibility to open and close meetings, deal with administrative matters, ensure that the meeting always starts and finishes on time, enforce time limits for presentations, keep the presenters and the group focused on the issue at hand, develop a healthy culture in the group, ensure that guidelines are observed, report breaches of guidelines and recommendations for expulsion to Institute's CEO
- At end of each meeting agree presenters, coaches, schedule and location for next meeting
- Receive & review completed 1 page templates for Issues and Strategic Reviews prior to the meeting
- Ensure all materials provided by a presenter (including 1 page templates) and all notes taken by other members are returned to the presenter. There should be no item left in the hands of anyone but the presenter
- Keep attendance records and share with Programme Manager quarterly.
- Keep a record of presenters at each meeting to ensure reasonable distribution across the year
- Collect completed annual goals and leadership survey, personal action sheets (and quarterly survey's during pilot). Return to Programme Manager quarterly
- Facilitate the development by the group of their vision and values for the group. To be reviewed by the group each year (see Format)
- Assist the Institute in selection of group members
- If a new member joins an established group assign an experienced group member to induct the new member (see New Members guidelines)
- New members may not attend any meetings until the Institute's CEO has received an executed indemnity agreement from the new member and advised the Chair of same
- The group shall agree on an annual basis a Deputy Chair to assist the Chair as requested and to chair meetings in the rare event of the Chair's absence

Document Templates

- 1 page personal sheet for 1st meeting
- Quarterly performance contract
- Leadership survey and annual goals
- Meeting actions and ratings
- Issue
- Strategic review

Document guidelines

- Quarterly performance contract
- Leadership survey and annual goals
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- Issue
- Strategic review